



Canadian Radio-television and  
Telecommunications Commission

Conseil de la radiodiffusion et des  
télécommunications canadiennes

# Three-Year Plan

**2013-2016**

**CRTC**  
**Three-Year Plan**  
**2013-2016**

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## Chairman's Message

I am pleased to present a Three-Year Plan that outlines the activities the Canadian Radio-television and Telecommunications Commission (CRTC) expects to carry out from 2013 to 2016. The communication system continues to evolve in a dynamic fashion, and is of growing importance to the everyday lives of Canadians. Our plan sets out an ambitious agenda that will ensure Canadians—as citizens, creators and consumers—have access to a world-class system in the coming years.

Before looking too far ahead, it is useful to review the progress made to date. During the past year, the CRTC sharpened its focus on the public interest by putting Canadians at the centre of their communication system.

For example, the CRTC named its first Chief Consumer Officer, who ensures that consumer perspectives are taken into consideration. Our sharpened focus was also evident in the new approaches we used to consult Canadians on a code for wireless services, the greater rigour we have applied to ownership transactions, the increased transparency we have required when setting wholesale rates for telecommunications services, the final wholesale rates we set for high-speed access services, and our enforcement of the telemarketing rules.

While we have made an effort to listen more attentively to the concerns of Canadian consumers, we have not lost sight of the needs of citizens and creators. The activities described in the following pages reflect our commitment to ensuring that citizens can participate more fully in Canada's democratic and cultural life. They will also ensure that creators can develop innovative content and deliver it across multiple platforms to audiences here in Canada and in other countries.

As a public institution, the CRTC must be accountable to Canadians and transparent in its activities. The Three-Year Plan, which is updated annually, helps us fulfill this responsibility by providing Canadians with timely and valuable information. Of equal importance is the fact that the CRTC's dedicated employees uphold the principle of management excellence in their daily work. In practical terms, this means that public funds are managed in a responsible manner and that our conduct is grounded in the federal public service's values and ethics.

This edition of the Three-Year Plan contains the signposts on the journey that will take us to 2016. Some of the key activities may change along the way, given that we must be responsive to emerging issues in the communication industry. However, I am confident that by following this path, we will succeed in building greater public trust and confidence in the CRTC and the mandate entrusted to us by Parliament.

Jean-Pierre Blais

Chairman and CEO

## CRTC Three-Year Plan 2013-2016

### Introduction

The Canadian Radio-television and Telecommunications Commission regulates and supervises Canada's communication system in accordance with the mandate entrusted to it by Parliament, including achieving the policy objectives established in the *Broadcasting Act* and the *Telecommunications Act*. The CRTC also has responsibilities under Canada's anti-spam legislation (CASL). It delivers its mandate from offices in the National Capital Region and regional offices throughout Canada, with participation from both National and Regional Commissioners and staff.

Canadians are at the centre of the communication system and should have access to a world-class system in which they are reflected, that promotes innovation and contributes to enriching their lives as citizens, creators and consumers. The CRTC strives to be an institution that is trusted by Canadians. With a renewed focus on public interest, the CRTC seeks to better understand the interests and needs of Canadians through public consultations and dialogue, and by listening through social media and other means.

Canadians invest significant amounts in communications products and services. In fact, communications is the sixth largest family expense. The CRTC looks for ways to empower consumers, whether they are individuals or businesses, and to provide them with the appropriate tools to make informed choices in a competitive marketplace and get the most out of their investment.

This Three-Year Plan summarizes the key activities the CRTC expects to carry out through the period ending March 31, 2016. This document is also intended to provide Canadians with information on the CRTC's plans in order to help them prepare and participate in its activities. This year, included in the plan is a section listing the status of each activity identified in our previous Three Year Plan for the year 2012-2013. This document is available to the public through the CRTC's website.

### Outcomes

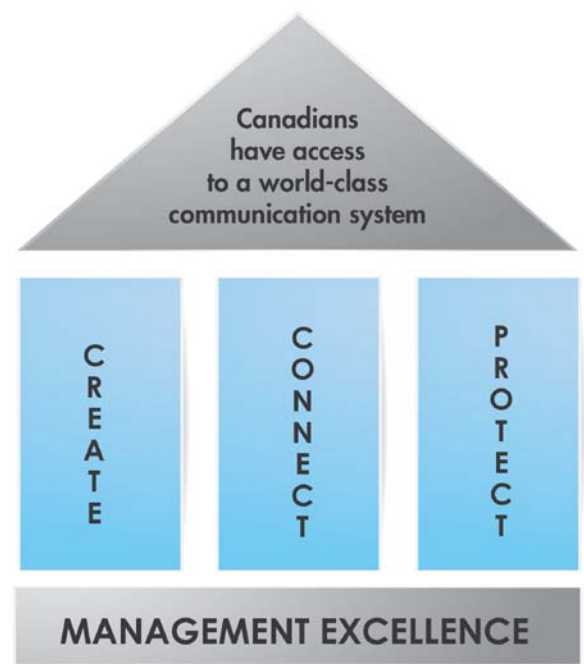
Guided by its legislative mandate, the CRTC seeks to ensure that Canadians have access to a world-class communication system. This overarching objective is supported by three pillars:

**Create** - The CRTC's activities under this pillar ensure that Canadians have access to compelling creative content, from diverse sources, on a variety of platforms. In particular, the CRTC encourages the creation of programming that reflects Canada's diversity and enables Canadians to participate in their country's democratic and cultural life.

Ongoing activities include:

- Analyzing various applications for issuing, renewing and amending licences for broadcasting undertakings;
- Issuing Canadian Program Certification to independent Canadian program producers for TV productions that use mainly Canadian crews and talents;
- Monitoring the programming and financial performance of undertakings to ensure compliance with regulations and conditions of licences.

**Connect** - The CRTC's activities under this pillar ensure that Canadians can connect to quality and innovative communication services at affordable prices and have access to creative content. This includes services that facilitate



access to the communication system by Canadians with disabilities. By fostering competition, the CRTC strives to provide Canadians with choice and improved rates and services.

Ongoing activities include:

- Addressing applications related to the rates, terms or conditions of services, including applications to refrain from rate regulation;
- Managing the use of telephone numbers in Canada;
- Ensuring regulatory compliance including Internet traffic management practices and quality of service; and
- Coordinating the activities of the CRTC Interconnection Steering Committee which assists the CRTC in developing information, procedures and guidelines concerning various regulatory activities.

**Protect** - The CRTC's activities under this pillar enhance the safety and interests of Canadians by promoting compliance with and enforcement of its regulations, including those relating to unsolicited communications. The CRTC also ensures that Canadians have access to emergency communication services, such as 9-1-1 services and public alerting systems. Increasing the awareness and knowledge of Canadians navigating a complex communications market helps them to be empowered and take positive measures to protect their own interests.

Ongoing activities include:

- Promoting compliance with the Unsolicited Telecommunications Rules (UTRs), including the National Do Not Call List (DNCL) and CASL;
- Working with domestic and international enforcement and regulatory agencies to enhance information sharing, improving target identification and selection, and coordinating operational responses;
- Implementing the *Unsolicited Telecommunications Fees Regulations*;
- Pursuing investigations of potential instances of non-compliance.

In addition, a commitment to **Management Excellence** underlies the work of the CRTC for each of the pillars. Ongoing activities include:


















- Planning and Processes – coordinating Commission meetings, public processes, hearings and decisions;
- Financial operations, budget management, accommodation services and implementing an effective system of internal financial controls;
- Improving and maintaining a website that is easy to navigate and serves the needs of Canadians;
- Resolving industry disputes and complaints through both formal Commission processes and staff assisted dispute resolution;
- Corporate planning and reporting to Parliament;
- Drafting and submitting the annual report on official languages to the Minister of Canadian Heritage and Official Languages;
- Managing the CRTC broadcasting licence fees, telecommunications fees and telemarketing fees;
- Planning, development and delivery of the CRTC's human resource management plan;
- Information management and technology, including administering the Access to Information Act;
- Legal Services;
- Responding to inquiries and complaints.





















The communications environment is very dynamic. Accordingly, the CRTC may need to adjust its plan in order to respond to emerging issues. A rolling three-year plan will be published annually in April, at the beginning of the CRTC's fiscal year.

## Status Report on 2012-2013 Activities

The CRTC's Three Year Plan for 2012-2015 set out a number of commitments for the year 2012-2013. Below is a list of activities identified in the CRTC's Three-Year Plan published in September 2012. Some of these activities have been fully achieved, others partially and some deferred. For example, some public hearings or proceedings may have been undertaken last year and the decision may not yet be published. Other activities, such as ownership transactions are not foreseeable in advance and may require other activities to be deferred.



| 2012-2013 Activity  |   | Status as of April 2013   |
|---|---|---|
| <b>Create</b>   |   |   |
|    | Implementation of the decision on the Local Programming Improvement Fund for over-the-air television services   | The Local Programming Improvement Fund will be phased out by August 31, 2014, as per Regulatory Policy 2012-385, published in July 2012.  |
|    | Review Pay-per-view Policy  | The regulatory policy is expected to be published in the spring of 2013.  |
|    | Evaluate whether music genre should be opened to competition for specialty television services  | The decision has not yet been published.  |
|    | Satellite radio licence renewal   | The public hearing was held in June 2012 and Decision 2012-629 was published in November 2012.  |
|    | CBC/SRC licence renewals  | The public hearing was held in November 2012. The Decision is expected to be published in the spring of 2013.   |
|   | Licence renewals for independent television services and review of 9(1)(h) mandatory distribution applications  | The public hearing will be held in April 2013.  |
|  | BCE/Astral merger   | The hearing was held in September 2012 and Decision 2012-574 was published in October 2012.   |
|  | Review and streamline requirements of current radio exemption orders  | This will be undertaken in 2013-2014 by issuing revised exemption orders for comment.   |
|  | Canadian content development administration for radio   | The decision will be published in the spring of 2013.   |
|  | Streamline tangible benefits policy   | This will be undertaken in 2013-2014.   |
|  | Exemption of small Category B services and additional third language services   | Completed in 2012. Broadcasting Order 2012-689 was published in December 2012.  |
| <b>Connect</b>  |   |   |
|  | Review regulatory framework for small incumbent local exchange carriers   | Regulatory Policy 2013-160 was published in March 2013.   |
|  | Review confidentiality of wholesale services costing information  | Regulatory Policy 2012-592 was published in October 2012.   |
|  | Develop municipal access model agreement  | A working group started work on this initiative in 2012. Significant progress has been made and the working group will report back to the Commission in 2013.                                   |
|  | Voice network interconnection implementation  | Completed the development of the guidelines, template agreements and technical specifications for IP Voice network interconnection implementation pursuant to decisions 2012-569 and 2012-570.  |
|  | Wireless consumer terms of service  | An online public consultation and a public hearing were held. A Wireless Code is expected to be published in 2013.  |
|  | Telecom accessibility issues <ul style="list-style-type: none"> <li>• Video relay service</li> <li>• Accessibility of mobile wireless handsets</li> </ul> | A fact finding exercise on video relay services was undertaken in 2012. A public consultation on video relay service was launched in March 2013 as per Telecom Notice of Consultation 2013-155. |

|   |  |   |
|---|--|---|
|    | Implementation of vertical integration decision  | Companies reported to the CRTC in April 2012 as set out in Broadcasting Regulatory Policy 2011-601.   |
|    | Wholesale high-speed access services billing implementation  | Regulatory Policy 2013-70 and Telecom Decisions 2013-72 to 2013-78 were published in February 2013.   |
|    | Licence renewals for satellite relay distribution and direct-to-home satellite undertakings  | Broadcasting Decisions 2012-606 to 609 were issued in October 2012.   |
| <b>Protect</b>  |  |   |
|    | Monitor deployment of public alert system  | Initiated correspondence to assess industry readiness as well as sought commitments to participate as part of licensing and ownership processes.  |
|    | Stolen wireless handsets   | Discussions between the CRTC and the Canadian Wireless Telecommunications Association on a strategy to combat theft.  |
|    | Investigate complaints and enforce the Unsolicited Telecommunications Rules (UTRs)   | Seventy Notices of Violations were issued and over \$3.2 million of Administrative Monetary Penalties imposed.  |
|    | Review UTRs to ensure continued responsiveness to market conditions  | A review of the UTRs was initiated. The decision is expected to be published by the end of 2013.  |
|    | Develop international and domestic partnerships facilitating enforcement activities related to the National DNCL and CASL, including development of an International Do Not Call (DNC) Network | The International DNC Network last met October 2012. With the support of the CRTC, the Network recruited three new members this past year.  |
|    | Draft regulations for Telemarketing Fees   | The <i>Unsolicited Telecommunications Fees Regulations</i> were drafted and come into force on April 1, 2013.   |
|    | Develop program enforcement policies, procedures and supporting infrastructure to support CASL   | Models and templates for investigative and enforcement tools were developed. Infrastructure was put in place.   |
|    | Develop and put into operation the Spam Repository Centre (SRC)  | The CRTC entered into an arrangement with Industry Canada and agreed to host the SRC. Preparation and infrastructure development of the SRC to support CASL enforcement was undertaken in 2012.               |
| <b>Management Excellence</b>  |  |   |
|  | Update CRTC Performance Management Framework   | Completed in 2012.  |
|  | Implementation of job rotation program   | The Job rotation program was implemented in 2012.   |
|  | Review and update training programs  | Completed as part of HR Strategic Plan exercise.  |
|  | Deliver strategic thinking and leadership training programs  | The CRTC worked with the Canada School of Public Service to create a strategic thinking course module for all analysts and managers and continued to offer leadership training to CRTC managers in 2012-2013. |
|  | Perform talent management exercise and develop succession plan for key positions   | Annual exercise – 2012 update completed.  |
|  | Review organizational structure and priorities with a target of reducing operating costs by at least 5% over next three years  | Plan completed in January 2013 to be implemented as part of 2013-2014 and ongoing Budgets.  |
|  | Complete CRTC Code of Conduct to support and augment the Values and Ethics Code for the Public Sector  | Code was completed and circulated to staff in 2012.   |
|  | Initiate process to review internal financial systems and controls   | The review process is well underway and an initial review and analysis of the internal financial controls has been completed.   |
|  | Develop Information Technology Strategic Plan  | Completed in February 2013.   |



| Create  |   |   |
|---|---|---|
| 2013-2014   | 2014-2015   | 2015-2016   |
| <b>Public Consultation on Television</b><br>The CRTC will launch a conversation with Canadians.   |   |   |
|   | <b>Genre Protection</b><br>The CRTC will review its policy for genre protection to ensure the broadcasting system continues to contribute to diverse programming offerings for Canadians, and appropriate contributions to the creation and presentation of Canadian content. |   |
|   |   | <b>Category A Specialty Services</b><br>The CRTC will review its policy for Category A Specialty services to determine if more of these should be licensed. |
| <b>Commercial Radio Policy</b><br>The CRTC will review the policy, through a written consultation process, with a view to simplifying the regulatory framework for commercial radio to make it more efficient and easier to administer. The review could include a follow-up of the review of the Canadian Content Development (CCD) administration process; a discussion on the deployment of terrestrial digital technology; and a study of alternative sanctions that could be imposed instead of short-term licence renewals. |   |   |
| <b>Cultural Diversity Policy</b><br>The CRTC will undertake research and review plans and reports on cultural diversity submitted by broadcasters as first steps in the review of the Cultural Diversity Policy. This policy seeks to ensure that the Canadian broadcasting system, through both programming and employment opportunities, serves the needs and interests, and reflects the circumstances and aspirations of all Canadians, celebrating and recognizing the diversity of Canadian society.                        | <b>Cultural Diversity Policy</b><br>Following the internal research phase, the CRTC may undertake a public fact finding exercise to enhance its understanding of the issues related to cultural diversity.  | <b>Cultural Diversity Policy</b><br>The CRTC may undertake a public consultation to review its' overall policy on cultural diversity.                       |
| <b>Ethnic Broadcasting Policy</b><br>The CRTC will undertake research and review its overall Ethnic Policy for television services in order to reflect and address the specific circumstances of these media. An updated policy will ensure that Canada's diverse and evolving ethnocultural communities are  | <b>Ethnic Broadcasting Policy</b><br>Following the internal research phase, the CRTC may undertake a public fact finding exercise to enhance its understanding of the issues related to ethnic policy.  | <b>Ethnic Broadcasting Policy</b><br>The CRTC may undertake a public consultation to review its' ethnic policy.   |

| Create   |  |   |
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| 2013-2014  | 2014-2015  | 2015-2016   |
| appropriately served by the Canadian broadcasting system, and will consider the long-term viability and sustainability of Canadian operators that provide programming to those communities. This evaluation will be conducted in conjunction with the Cultural Diversity Policy.   |  |   |
| <b>Ethnic Radio Licensing</b><br>The CRTC will conduct research to assess the ongoing effectiveness of the Ethnic Policy that serves as a licensing framework for over-the-air ethnic radio services. The CRTC notes that demand for over-the-air radio services will continue and it is important to review the framework to ensure that the manner in which these services are licensed is the most efficient/effective. The effectiveness of the policy for over-the-air ethnic television would be better evaluated through the broader cultural diversity policy review given the role of specialty services in providing ethnic programming. | <b>Ethnic Radio Licensing</b><br>Following market research, the CRTC will undertake a written consultation process to review its Ethnic Policy focusing only on radio services in order to reflect and address the specific circumstances of this media. A revised policy specifically designed for over-the-air radio services will anticipate and permit changes in the programming of licensed services so as to respond to changes in the evolving dynamics of ethnic communities in Canada. |   |
|  |  | <b>Native Radio Policy</b><br>Review of the existing policy, which covers radio and television. The review will focus primarily on the specific aspects of a regulatory framework that is effective, appropriate and adapted to the realities of radio stations serving Aboriginal peoples. As the policy applies to both radio and television and takes into account the fact that there is only one Aboriginal television service, the review will also focus on the necessity for the framework to apply to radio as well as television. |
| <b>Distribution and Licence Renewal of Independent Television services</b><br>The CRTC will consider, by means of a public hearing, 22 applications for mandatory distribution orders and 94 applications for the renewal of independent conventional, pay and specialty television services. In 2010, the Commission set out the specific criteria it would use to determine whether a  |  |   |

| Create  |  |  |
|---|--|--|
| 2013-2014   | 2014-2015  | 2015-2016  |
| programming service would receive mandatory distribution on broadcasting distribution undertakings, and advised parties interested in applying for mandatory distribution to do so by June 1, 2012. Also, services that were granted mandatory distribution will be required to justify continued carriage status as part of their licence renewal.   |  |  |
| <b>Tangible Benefits Policy</b><br>The CRTC will review, by means of a written consultation process, the Tangible Benefits Policy to streamline and provide additional guidance and clarity so that the benefits proposed by applicants seeking approval for ownership changes will yield measurable improvements to the communities served by the broadcasting undertaking and to the Canadian broadcasting system. In conjunction with this process, the CRTC will also review, by means of a written consultation process, its practice for determining the value of the ownership transactions, to establish a simplified and more efficient process. | <b>Tangible Benefits Policy</b><br>The CRTC will implement the new methodology and process for determining tangible benefits.  | <b>Tangible Benefits Policy</b><br>The CRTC will assess the effectiveness of modifications to methodology in achieving the stated objectives   |
|   | <b>Renewal of French-language television licences</b><br>The CRTC will initiate a process to review the licence renewals of the French-language television stations owned by Québecor Média Inc. (QMI) and Remstar Diffusion (V Interactions). This renewal process will be an opportunity to determine whether licensees are fulfilling their regulatory obligations, providing programming that reflects the interests of Canadians and contributing appropriately to the creation and presentation of Canadian content. | <b>Renewal of French-language television licences</b><br>The CRTC will hold a public hearing on the licence renewals of the French-language television stations owned by QMI and V Interactions. |
|   | <b>Renewal of Rogers' Television Licences</b><br>The CRTC will undertake, by means of a public hearing, a process to renew the licences of Rogers' television services: Citytv stations in Toronto, Winnipeg, Calgary, Edmonton, Vancouver, Montréal and Saskatchewan; and specialty channels: The Biography Channel; G4Tech; Outdoor Life; and Sportsnet, to ensure that Rogers is providing programming that meets the   |  |

| Create  |   |  |
|---|---|--|
| 2013-2014   | 2014-2015   | 2015-2016  |
|   | interests of Canadians and makes an appropriate contribution to the creation and broadcast of Canadian content. |  |
|   |   | <b>Community Television Policy</b><br>The CRTC will evaluate the ongoing effectiveness of the Community Television Policy.   |
| <b>BCE/Astral Merger</b><br>The CRTC will review, by means of a public hearing, a request by Astral Media Inc. for approval to transfer shares and effective control of its broadcasting undertakings to BCE Inc. The purpose of the review is to ensure that the proposed transaction is in compliance with the objectives of the Broadcasting Act and that approval of the ownership transaction will not impede the ability or willingness of the licensees to meet their obligations under the Act. |   |  |
|   |   | <b>Licence Renewals for English-language Television Groups (Bell, Shaw, Corus)</b><br>The CRTC will undertake, by means of a public hearing, a process to renew the licences of Bell, Shaw and Corus. It will also determine if the English-language television groups have fulfilled their regulatory obligations set out in their 2011 licences. The process will also determine the appropriate regulatory obligations for the next licence term, to ensure the groups will meet the interests of Canadian viewers, and contribute to the creation and broadcast of compelling, diverse Canadian programming. |
| <b>Vertical Integration Framework</b><br>As was provided in Decision 2011-601, the CRTC will establish baseline provisions for non-disclosure agreements (NDA) and updated guidelines for the conduct of audits of subscriber information. These will be implemented via amendments to applicable regulations following a public process.   |   |  |

| Create   |  |  |
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| 2013-2014  | 2014-2015  | 2015-2016  |
| <p><b>Obligations under section 41 of the <i>Official Languages Act</i>, Part VII</b></p> <p>The CRTC will continue working with the CRTC-Official Language Minority Communities (OLMC) discussion group as a forum for exchange, communication and cooperation, in order maximize OLMC participation in CRTC public proceedings.</p> <p>The CRTC will hold two CRTC-OLMC discussion group meetings.</p> | <p><b>Obligations under section 41 of the <i>Official Languages Act</i>, Part VII</b></p> <p>The CRTC will hold two CRTC-OLMC discussion group meetings.</p> | <p><b>Obligations under section 41 of the <i>Official Languages Act</i>, Part VII</b></p> <p>The CRTC will hold two CRTC-OLMC discussion group meetings.</p> <p>The CRTC will draft and present the Results-Based Action Plan – Implementation of section 41 of the <i>Official Languages Act</i> 2015-2018.</p> |

| Connect  |   |   |
|--|---|---|
| 2013-2014  | 2014-2015   | 2015-2016   |
| <b>Regulatory Framework and Modernization plan for Northwestel</b><br>The CRTC will undertake, by means of a public hearing, a review of Northwestel's retail and wholesale services, in addition to its planned network improvements, in order to establish an appropriate regulatory framework.  | <b>Regulatory Framework and Modernization plan for Northwestel</b><br>The CRTC will implement a renewed regulatory framework for Northwestel.   |   |
| <b>Wholesale Services Policy</b><br>The CRTC will review the wholesale services policy and the essential services definition in relation to existing services used by competitors, including consideration of the current pricing model for these services. The main goal will be to ensure that the wholesale service regime, in the areas where it is required, is facilitating the development of a competitive Canadian telecommunications market. | <b>Wholesale Services Policy</b><br>The CRTC will implement a renewed policy for wholesale services.  |   |
|  |   | <b>Competitor Quality of Service Indicators</b><br>The CRTC will undertake, by means of a written consultation process, a review of the competitor quality of service indicators and the rate rebate plan for competitors to ensure alignment with the overall wholesale services policy. |
| <b>Model Municipal Access Agreement</b><br>Following work initiated in 2012, the Commission will review a model municipal access agreement being developed by the CRTC Interconnection Steering Committee (CISC) to facilitate access agreements between municipalities and carriers, thereby reducing potential disputes and delays in network deployment.  |   |   |
|  | <b>Enhanced Basic Service Objective</b><br>The CRTC will undertake, by means of a public hearing, a comprehensive review to determine what services (e.g., voice, broadband) are required by all Canadians to fully participate in the digital economy and whether there should be changes to the subsidy regime and national contribution mechanism. | <b>Enhanced Basic Service Objective</b><br>The CRTC will implement new measures, if any, following a review of the basic service objective.   |

| <b>Connect</b>  |  |   |
|---|--|---|
| <b>2013-2014</b>  | <b>2014-2015</b>   | <b>2015-2016</b>  |
|   | <b>New Wholesale High-speed Access Services</b><br>The CRTC will review whether additional wholesale high-speed access services should be mandated, including Fibre-to-the-Premises facilities. The main goal will be to ensure that the policy facilitates the development of a competitive Canadian broadband market, while balancing the incentives to invest in innovative networks. | <b>New-Wholesale High-speed Access Services</b><br>The CRTC will implement new measures, if any, for new wholesale high-speed access services.  |
|   | <b>Access to Numbering Resources</b><br>The CRTC will review, by means of a written consultation process the Canadian numbering system to ensure that carriers continue to have access to the appropriate numbering resources required to serve Canadians.   | <b>Access to Numbering Resources</b><br>The CRTC will implement new measures, if any, for access to numbering resources.  |
| <b>Broadband Performance Measurement</b><br>The CRTC will research various methods of undertaking a national broadband performance testing program with Independent Service Providers (ISPs) and/or other partners, to ensure it has an informed picture as to the state of broadband performance in Canada. Results from broadband measurement will assist in better understanding any limitations that exist in providing innovative new services to consumers in Canada. | <b>Broadband Performance Measurement</b><br>In collaboration with partners, the CRTC may extend participation in the measurement initiative to include secondary ISPs (competitors using wholesale services). Results from the previous year's testing will be published in the Communications Monitoring Report.  | <b>Broadband Performance Measurement</b><br>The CRTC will expand, as appropriate, a testing program and methodology to include newer technologies such as satellite and wireless used by some ISPs to serve rural and remote areas. A report will be published on the status of broadband with respect to the target that was established in Obligation to Serve decision (2011-291). |
| <b>Payphones</b><br>The CRTC will undertake research to assess the need for a revised regulatory framework for payphones, including its policy with respect to the removal of the last pay telephone in a community.  |  |   |

| Connect  |  |           |
|--|--|-----------|
| 2013-2014  | 2014-2015  | 2015-2016 |
| <b>Accessibility of Mobile Wireless Handsets</b><br>The CRTC will review the progress made by the industry toward making available to consumers with disabilities accessible mobile wireless handsets that meet their needs. The need to establish a formal framework will be considered. Research will be undertaken to investigate alternative ways of engaging the community and the industry to better inform any future processes. A written public consultation process may be held. |  |           |
| <b>Video Relay Service</b><br>The CRTC will hold a public hearing to review Video Relay Services (VRS). Canadians with hearing or speech disabilities who use sign language have requested that the Commission review VRS. They have expressed that VRS would better meet their telecommunication needs. By reviewing VRS, the Commission will consider these requests; and will provide the requesters an opportunity to have their views heard by the Commission.                        | <b>Video Relay Service</b><br>The CRTC will conduct follow-up activities, as required. |           |

| Protect   |  |  |
|---|--|--|
| 2013-2014   | 2014-2015  | 2015-2016  |
| <b>Implementation of Enhanced 9-1-1 Capabilities</b><br>The CRTC will oversee the implementation of new 9-1-1 features, including text-with-9-1-1 and the ability to update location information of a caller using a cellphone. |  |  |
| <b>Inquiry into 9-1-1 services</b><br>The CRTC will leverage the work of its Inquiry Officer to broaden its knowledge of the issues concerning the provision of 9-1-1 services in Canada.                                       | <b>Review of Regulatory Framework for Next Generation 9-1-1 Services</b><br>The CRTC will undertake a comprehensive examination, by means of a public hearing, on the future of 9-1-1 services in Canada in view of developments in next generation networks. The objective will be to develop a policy and regulatory framework for next generation 9-1-1 | <b>Next Generation 9-1-1 Services</b><br>The CRTC will implement new measures, if any, for next generation 9-1-1 services. |



| Protect  |   |   |
|--|---|---|
| 2013-2014  | 2014-2015   | 2015-2016   |
|  | services needed to meet the evolving public safety needs of Canadians.  |   |
| <b>Administration and Enforcement of UTRs and CASL</b><br>The CRTC will continue to investigate and enforce the legislation regarding the UTRs, and CASL when it comes into force. Some of the enforcement tools to be used include: citations, notices of violation, negotiated settlements, undertakings, administrative monetary penalties, preservation demands, requests for information, notices to produce and search warrants. | <b>Administration and Enforcement of UTRs and CASL</b><br>The CRTC will identify non-compliance by individuals and other persons and will enforce the rules and legislation using its mandated authority. | <b>Administration and Enforcement of UTRs and CASL</b><br>Ongoing enforcement of the rules and legislation.   |
| <b>Compliance for UTRs and CASL</b><br>The CRTC promotes compliance with the rules and regulations under its mandate through the provisions of advisory opinions, education and the use of inspections. The CRTC is implementing business-focused education, awareness, and consultation strategies in order to assist businesses to understand how to comply with the laws governing their activities.                                | <b>Compliance for UTRs and CASL</b><br>Maintain compliance promotion and continue outreach initiatives.   | <b>Compliance for UTRs and CASL</b><br>Assess the effectiveness of outreach activities.   |
| <b>Unsolicited Telecommunications Rules</b><br>The CRTC will consider, by means of a written consultation process a review of the existing UTRs, including an application by the Canadian Marketing Association seeking changes to the UTRs relating to the use of automatic dialing –announcing devices.  | <b>Unsolicited Telecommunications Rules</b><br>Implementation of the Commission decision regarding UTRs.  |   |
| <b>Permanent Number Registration</b><br>The CRTC will evaluate the support for, and feasibility of, implementing a permanent number registration (PNR) of consumers' telecommunications numbers on the DNCL. This review will consider whether there is an efficient and cost-effective process to remove disconnected and reassigned numbers from the National DNCL.  | <b>Permanent Number Registration</b><br>Begin implementation of the CRTC decision concerning PNR.   | <b>Permanent Number Registration</b><br>Complete implementation of the CRTC decision concerning PNR.  |
| <b>Wireless Code</b><br>The CRTC will develop a new mandatory code for wireless providers to address the clarity and content of mobile wireless service contracts and related issues for retail customers. The Wireless Code will provide a clear and  | <b>Wireless Code</b><br>The CRTC will identify systemic non-compliance issues by monitoring trends in complaints, and will act on non-compliance using existing CRTC powers and mechanisms                | <b>Wireless Code</b><br>The CRTC will prepare for a review of the ongoing effectiveness of the code, including assessing impacts on the marketplace and identifying potential gaps in the code. |

| Protect   |   |   |
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| 2013-2014   | 2014-2015   | 2015-2016   |
| concise list of consumers' rights and service providers' responsibilities regarding mobile wireless services, in order to enable consumers to participate in the competitive market in an informed and effective manner. The Code will also include specific provisions to protect the interests of vulnerable consumers.   |   |   |
| <b>Loudness of Commercials</b><br>The CRTC will continue to respond to complaints and enforce compliance.   | <b>Loudness of Commercials</b><br>Ongoing enforcement of regulations.   | <b>Loudness of Commercials</b><br>Ongoing enforcement of regulations.                       |
| <b>Stolen Wireless Handsets</b><br>The CRTC will assess the first year of data collection by the Canadian wireless industry, making those results public and assessing the continuing related activities of the CWTA and Canadian wireless industry to address the various aspects of the issue of stolen wireless handsets. Key goals are to ensure that consumers have the knowledge and tools to protect themselves and their data when a wireless mobile device is lost or stolen, and that the industry has mechanisms/processes in place to reduce the value of stolen mobile handsets. |   |   |
| <b>Consumer Outreach Activities</b><br>The CRTC will develop and implement an outreach strategy to empower consumers to make better informed choices and enable them to participate more effectively in the communications environment. The strategy will include potential partnerships with consumer groups, regulatory agencies and counterparts. Partnerships will help cross-promote information and networks of agencies to the benefit of consumers.   | <b>Consumer Outreach Activities</b><br>Maintain and improve outreach efforts to empower consumers and enhance partnerships  | <b>Consumer Outreach Activities</b><br>Assess effectiveness of consumer outreach activities |
| <b>Emergency Alerting</b><br>The CRTC will take measures to ensure the participation of the Canadian broadcasting and telecommunications system in the National Public Alerting System (NPAS), so that Canadians receive timely warnings of imminent perils.  | <b>Emergency Alerting</b><br>The CRTC will monitor broadcasting industry participation in the system and may initiate a public proceeding to determine whether further measures are required to ensure full participation, as needed. |   |

## Management Excellence

| 2013-2014  | 2014-2015  | 2015-2016  |
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| <b>Financial Systems</b><br>The CRTC will continue to review its internal financial systems and controls over financial reporting. External auditors will issue a final report on their assessment of the CRTC's internal financial controls and recommend a monitoring plan. In addition, an enhanced internal financial management reporting package will be developed and implemented.  | <b>Financial Systems</b><br>The effectiveness of the CRTC's internal financial controls will be monitored and reviewed.  | <b>Financial Systems</b><br>The effectiveness of the CRTC's internal financial controls will be monitored and reviewed.      |
| <b>Investment Plan</b><br>The CRTC will develop and implement a multi-year Investment Plan. The CRTC's Investment Plan will ensure that resources are aligned with corporate priorities and contracting requirements are well-planned and properly budgeted. The Investment Plan will be finalized and implemented in 2013, and updated on an annual basis.  | <b>Investment Plan</b><br>The Investment Plan will be updated annually.  | <b>Investment Plan</b><br>The Investment Plan will be updated annually.  |
| <b>Organizational Review</b><br>The CRTC will continue a review of its organizational structure, priorities and processes in order to produce efficiency improvement initiatives and an overall reduction in costs. Budgets set will lead to a reduction of operating costs by at least 5% by 2015-16. The CRTC's organizational review will result in a reduction in the broadcasting and telecommunications fees paid by industry. | <b>Organizational Review</b><br>Finalize cost reduction measures to deliver a reduction of operating costs by at least 5% by 2015-16 and a reduction in the broadcasting and telecommunications fees paid by industry. |  |
| <b>Values and Ethics</b><br>The CRTC will continue to promote and communicate its values and ethics program, including the CRTC Code of Conduct. Respect in the Workplace training will also be offered to all employees. The CRTC's values and ethics program is part of a larger people management strategy that will support the CRTC's workforce, organizational priorities and commitment to management excellence.             | <b>Values and Ethics</b><br>Tools will be offered to managers to encourage a respectful workplace.   | <b>Values and Ethics</b><br>The effectiveness of the CRTC's Code of Conduct will be reviewed and amendments may be proposed. |

| Management Excellence  |  |  |
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| 2013-2014  | 2014-2015  | 2015-2016  |
| <b>IM/IT Strategic Plan</b><br>The IM/IT Strategic Plan will guide the CRTC's investment in technology and systems that support its mandate. The strategy provides the framework for decision making with regard to IM/IT that will support the core work and priorities of the CRTC. The Plan will be implemented in 2013.  | <b>IM/IT Strategic Plan</b><br>The IM/IT Strategic Plan will be updated annually.                      | <b>IM/IT Strategic Plan</b><br>The IM/IT Strategic Plan will be updated annually.                      |
| <b>Security and Business Continuity</b><br>The CRTC will implement a Departmental Security Plan (DSP), update its Business Continuity Plan (BCP) and finalize its Disaster Recovery Plan (DRP).  | <b>Security and Business Continuity</b><br>The Plans will be updated annually.                         | <b>Security and Business Continuity</b><br>The Plans will be updated annually.                         |
| <b>Employee Development</b><br>The CRTC will implement its HR Plan to ensure employees are well equipped to contribute to the achievement of CRTC objectives and are developed as leaders in the Government of Canada. The Plan includes implementing a development program that will equip employees with the required skills and competencies in innovation, leadership and strategic thinking, and creating an internship program. The CRTC will also equip employees with effective tools, systems and training to support enforcement activities. The CRTC will host monthly <i>P2P Talks</i> , a series of one hour sessions, which will provide opportunities for policy discussions and knowledge sharing among staff. | <b>Employee Development</b><br>The HR Plan will be updated annually.                                   | <b>Employee Development</b><br>The HR Plan will be updated annually.                                   |
| <b>Industry Monitoring and Reporting</b><br>The CRTC will continue to collect financial performance data on an annual basis from licensees and publish annual financial summaries for conventional television, pay, pay-per-view and specialty television, broadcast distribution and commercial radio. The CRTC will also continue to publish an annual aggregate financial summary for several large broadcast groups. The CRTC will continue to publish the Communications Monitoring Report (CMR), an annual report which contains disaggregated data on the Canadian broadcasting and telecommunication service industries and markets. The CMR is a cornerstone document that is   | <b>Industry Monitoring and Reporting</b><br>Annual review and enhancement of monitoring and reporting. | <b>Industry Monitoring and Reporting</b><br>Annual review and enhancement of monitoring and reporting. |

| Management Excellence   |  |   |
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| 2013-2014   | 2014-2015  | 2015-2016   |
| relied upon for key decision making within and outside the CRTC. It also is intended to enhance public participation in the CRTC's proceedings.   |  |   |
| <b>Enhance the CRTC's digital presence</b><br>The CRTC will update how its' website is structured and organized (information architecture) so that content is presented in a clear manner that is accessible and usable by all Canadians. It will also develop and implement a strategy to engage Canadians on digital platforms and to encourage public participation on current issues and educate them on the role and responsibilities of the CRTC. The CRTC's websites will be compliant with the Government of Canada's Standard on Web Accessibility by July 31, 2013. | <b>Enhance the CRTC's digital presence</b><br>Evaluation of the results of the strategy.                                   |   |
| <b>Compliance Audit Function</b><br>The CRTC will develop and recommend an action plan in order to increase efficiency and appropriateness of its compliance processes.   |  |   |
| <b>Consumer Lens</b><br>The CRTC will develop and implement a consumer lens to enhance the Commission's ability to better understand and consider the interests and perspectives of consumers in all aspects of the CRTC's work. The consumer lens will also help to identify consumer segments that may be disproportionately impacted by CRTC actions so their specific interests may be taken into consideration.  | <b>Consumer Lens</b><br>Review the consumer lens and its application to consider its effectiveness and modify as required. | <b>Consumer Lens</b><br>Assess performance and impact of the consumer lens.   |
| <b>Strategic Planning</b><br>The CRTC will develop new planning tools to support results-based management, including Integrated Business Planning, an Environmental Scan and a Corporate Risk Profile.  | <b>Strategic Planning</b><br>Enhanced results-based integrated annual planning and reporting processes and products.       | <b>Strategic Planning</b><br>Enhanced planning and reporting processes will be well established and outputs of high quality. Resources will be well aligned with strategic goals of the organization. |
| <b>International Activities</b><br>The CRTC will continue to work closely with Canadian counterparts, participate in working groups, research activities such as the studies by the International Telecommunications Union (ITU) and the Organization for Economic Cooperation and Development (OECD), and develop strategic international and domestic partnerships.   |  |   |